

SHEAFFER *Review*

W. A. Sheaffer Pen Company

Fort Madison, Iowa

March, 1966

Sheaffer Becomes A Textron Company

On March 1st Sheaffer Pen Co. became a division of Textron Inc.

As a Textron company we become part of an organization whose 1965 sales were \$850,957,000 and profits \$29,139,000. Textron's 30 divisions operate in five major product categories: agrochemical, 11% of sales; consumer, 16%; aerospace, 36%; industrial, 20%; and metal products, 17%. Some 40,000 Textron employees work in over 130 plants located in 31 states.

Last September Textron made its proposal to purchase all assets of the company. In October, our Board of Directors unanimously agreed to submit the Textron proposal to Sheaffer stockholders. On January 14th a Special Stockholders meeting was held to permit Sheaffer stockholders to vote on the purchase proposal. The final tally was 89.33% for and less than .5% against.

What does all this mean? It means progress. Progress for the companies involved, progress for all employees, and progress for the community.

According to Rupert C. Thompson, Textron chairman and chief executive officer, the acquisition strengthens Textron's consumer-goods position and at the same time lets Textron be of help in Sheaffer's program for new product development and marketing expansion. Only top management will have direct contact with and will report directly to G. William Miller, president and chief administrative officer of Textron.

To our company the Textron agreement offers a rare opportunity for accelerated growth. In announcing the proposal, President John Keenan said, "We did not anticipate that such an opportunity would come to us. As I have often said since becoming president of Sheaffer, we now have a solid plan for growth. Our organization has been notably strengthened and I am confident that we would make real progress going it alone. But to build sales and increase profits in the turmoil of today's consumer goods markets with their demands for massive advertising and promotion clearly calls for outlays that we could only make with difficulty if we must depend upon our own resources alone."

Throughout Textron's history they have always provided its new divisions with benefits as good or better than those previously enjoyed. Sheaffer's personnel department has been conducting meetings with all employees to explain the complete package of benefits now in effect. In every instance, the new benefit under Textron is as good or better than before.

Included in the package of benefits are:

1. Continued good group insurance coverage
2. A new non-contributory retirement plan
3. New stock purchase plan
4. Two general wage increases
5. Improvement in holiday pay policy



HISTORIC MOMENT. Gordon Lane, one of the judges, reads the final vote tally at the January 14th Special Stockholders meeting. On each of the 4 measures considered, the vote was an overwhelming 89% for with less than .5% against.

Seven Retire

These seven veteran employees Retired on February 28th.



Leading the group in length of service is Hilda McMillen, pen point. Hilda started with the company in June, 1919. 46 years and 8 months on the job is a remarkable record.

Leonard J. Frantz, corporate secretary, 37 years. Leonard joined the company in 1929 and will long remember the struggle through the depression. Leonard will continue to serve the company on a temporary basis until the corporate matters pertaining to the acquisition of Sheaffer by Textron are completed.



C.W.(Jack) Clark, regional sales manager, completed 32 years of service in January. The change to popular priced marketing concepts represented a major milestone in Jack's sales career.



Bernard Groene, stock and warehouse supervisor, retiring with nearly 30 years service. Bernard's plans include trips to Arizona and possibly Alaska.

Frank Lescher, metal fab department, over 22 years service, recalls the war time production and the talks by Craig Sheaffer.



Violet Young, desk set, completed 20 years service in July. The endless variety of special desk sets produced has always fascinated Violet.

Lydia Farmer, metal fab, completed 20 years service in November. Lydia is looking forward to having enough time to really enjoy her grandchildren.



As usual, travel without hurry is scheduled by these individuals. Whenever their travels take them, the best wishes and sincere thanks of the entire company go with them.

Supervisors Honored at Dinner For Profit Improvement Ideas



Awards were presented to individuals in recognition of proposals which saved the company \$1000 or more during the year. Standing (l to r) - Al Zuber, vice president; Clarence Weillbrenner, pen point foreman; Howard Frey, service manager; Leo Kirchner, pen point production working supervisor; Harry Dusenberry, plating and polishing foreman; Bud Covington, plastic fab and assembly manager; John Keenan, president; Bud Metzinger, ballpoint and final assembly foreman; John Hauck, pen point manager. Seated (l to r) - Francis Mead, plastic fab foreman; Ed Lawlor, production superintendent; Walter Rippenkroeger, plating production supervisor; Conrad Gillett, program director; Frank Myers, service line supervisor; and Vincel Mead, plating production supervisor. Lawrence Smith, pen point inspection foreman and Cap Beckert, plating production supervisor were not present when this photo was taken.


Since its start in 1963, Sheaffer's Work Simplification program theme "work smarter - not harder" has really paid off. To date proposals submitted by production foremen and supervisors in this program have racked up cost reductions totaling over \$140,000. Proof that the pro-

gram improves with age is evidenced by the total reduction of over \$70,000 recorded during 1965.

Participants in the 1965 program and their wives were honored at a recognition banquet held January 17th at the Fort Madison Country Club.



Master of Ceremonies Ed Lawlor reviewed how modern methods of work simplification could be applied to the age old problem of "Shoeing A Horse". Ed's solution to the problem was to shoot the horse, thereby eliminating the problem completely.



The Sheaffer Review is published every other month for free distribution to employees, retired employees, and friends of the W. A. Sheaffer Pen Company. Pictures and items for the Sheaffer Review may be sent to W. A. Sheaffer Pen Co., Public Relations Department, Fort Madison, Iowa. No material can be returned and will be used only if it has general interest in the opinion of the editor.

Editor Norris Easley

Editorial Assistants Patt Lacke and Barbara Smith

Staff Photographer Del DeVol

Member of the Iowa Industrial Editors Association and the International Council of Industrial Editors.

LET'S AIM HIGHER & HIGHER

for a

PERFECT SAFETY RECORD

New WASPCO Council Members



WASPCO Council Members for 1966 posed for this picture at their February meeting. They are, from left in row one: James Comstock, Molding; Carl Comstock, Pen Point; Myrle Britton, Plastic Fab; Dorothy Lamb, Pen Point; Mae Wells, Quality Assurance; Mary Dean Lepp, Metal Fab; Mildred Wagner, Metal Fab; Wilma Stevens, Packaging & Molding, Plant No. 2; Geraldine Herold, Skrip; Florence Pinkston, Cafeteria; Laura Penn, Shipping, Plant No. 1. In the second row, from left, are: Al Burwinkel, Screw Machine; Virgil Alton, Plating; Fred Hetzer, Plastic Fab; Wilbert Ort, Service; Dale Yantis, Tool and Die; Francis Schurk, Shipping, Plant No. 2; Valeria Tate, Occupancy; Marjory Peck, 3rd and 4th Floor Office; Aurelia Atkinson, 1st Floor Office; Louise Eppers, Ballpoint; Dennis Moline, Service. Not present when the picture was taken were Geraldine Wagner, 2nd Floor Office, and Bill Groene, Maintenance and Tool Room. Chairman is Carl Comstock, vice-chairman is Dorothy Lamb, and secretary is Aurelia Atkinson.

Tie-Tack Service Pins

Earl Mekemson, personnel manager, announces that Service Anniversary Recognition pins are now available in tie-tack form. In the future, all new pins awarded to men will have the new tie-tack mounting. If you have a lapel type pin you'd like converted, you may do so for a charge of 50 cents. Turn in your old pin and the 50 cents to the Personnel office, they'll send it in to the supplier and return it to you when the job is completed. The deadline for turning in lapel type pins is April 1.

'Under the B...'



Enjoying their role as callers at the company Bingo Party are, from left, Frank Kokjohn, Bernard Ulm, and Norman Hatala, all from the Maintenance department. Hatala and Jim Bailey were co-chairmen of the event.

Good Skates



Sitting one out during the Employee's Roller Skating Party held February 7th at the Fort Madison Rolla-Rama are (from left), Mr. and Mrs. Don Adam, and Mr. and Mrs. Jimmie Glidewell. Don, from the Shipping department of Plant No. 2; Patty Glidewell, from the Skrip department; and Jimmie, from the Plant No. 2 Molding department, were co-chairmen of the event. The Activity Committee reported that there were no lost-time accidents as a result of the party, but the Moans & Groans Society added a few new members the following morning.



A good time was had by all 156 who attended the February 25th Bingo Party at the Eagle's Club. The Maintenance department and the Employee Activity Committee were hosts for the evening.

Another Award

Jac Colvin adds the NSOEA 1966 Best-of-Show award to the company's already impressive collection of exhibit honors. Jac creates and designs all company convention and show displays.

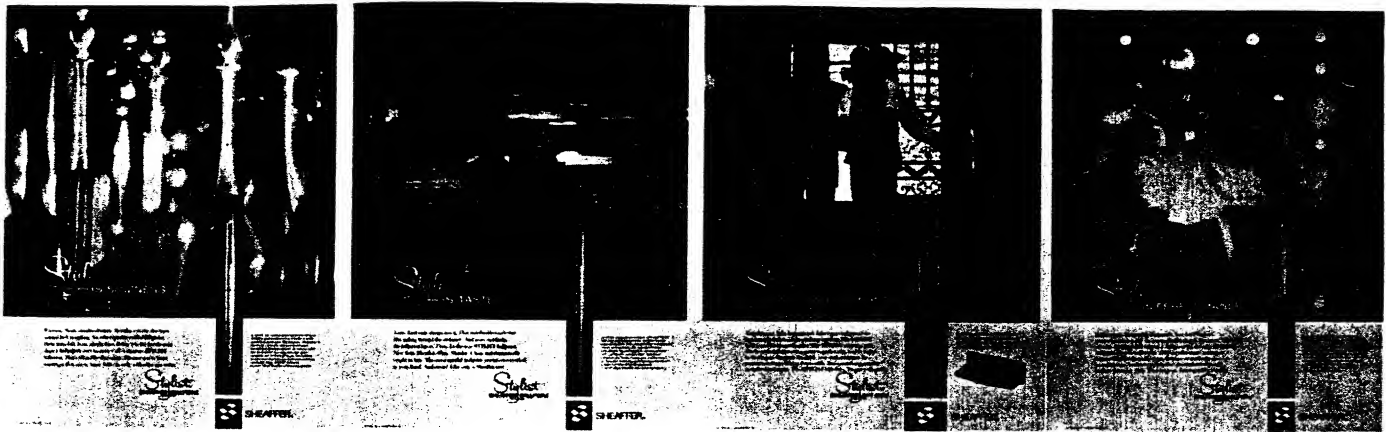


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Strong Advertising Supports Stylist



These striking new Stylist magazine ads prepared by the marketing division are scheduled for viewing by more than 39 million people during the next few months. In reality, the 39 million figure is an understatement. That's the total number of copies of the ads that will be printed and each copy is seen by many people.

Stylist ads will be seen all over the country, but special emphasis is being placed in the areas where the population is concentrated -- the top 10 buying markets. The national magazines reach every county of every state, but the campaign is highlighted by ads in the Sunday Magazine sections of major newspapers in the nation's largest cities.

with three ads: April 22 (Style is Taste); May 6 (Style is Performance); and May 27 (Style is Togetherness). The May issue of Ebony will feature "Style is Slimness". "Style is Togetherness" is also the theme of the Sunday magazine section ad that will appear May 22 in these papers: Boston Globe, Boston Herald, Chicago Sun Times, Chicago Tribune, Detroit News, Los Angeles Herald Examiner, Los Angeles Times, Newark News, New York News, New York Times, Philadelphia Inquirer, St. Louis Post Dispatch, Pittsburgh Press, San Francisco Chronicle-Examiner, Oakland Tribune and the Washington Post.

Cafeteria Special

This feature is returning to the Review by request. Please let us know if you like the column or if you have a special favorite from the cafeteria you'd like published.

MINCED BEEF Sandwich Fillers

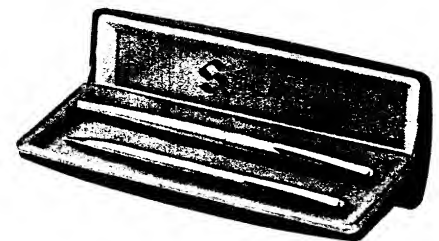
- 1 cup cooked beef
- 1 cup celery
- 1 hard cooked egg
- 2 teaspoons ground onion
- 1/4 cup pickle relish
- 1 tablespoon catsup
- 1/2 cup salad dressing
- 1 teaspoon salt
- 1/8 teaspoon black pepper

DIRECTIONS: Chop beef, celery and eggs fine. Mix all ingredients well. Enough for 10 sandwiches.

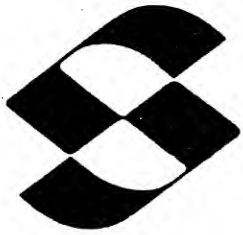
We sometimes take for granted that the advertising we happen to see in Fort Madison is the extent of our effort. Nothing could be further from the truth. Countless marketing studies reveal that the bulk of writing instrument sales are made in large metropolitan areas. In many cases, single cities account for more sales than some entire states.

Regardless of where Sheaffer ads are seen, we can be certain of one thing -- our advertising will only help bring the consumer into the dealer showroom. The quality that makes a buyer buy is the result of the pride we in Fort Madison take in producing our writing instruments.

The national Stylist advertising uses Life magazine as its mainstay



New Stylist gift box. Features patented "hingeless" design feature. When the box is opened the lid automatically raises the pens to a perfect viewing angle. Box was designed especially for the Stylist line.



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Fort Madison, Iowa

August, 1966

Complete New Program EMPLOYEE IDEA PLAN ANNOUNCED

There's cash and S & H Green Stamps in store for Sheaffer employees who participate in the new Employee Idea Plan. Our old Suggestion System has been replaced with a dynamic new program that's designed to reward employees for helping Sheaffer maintain its leadership in the writing instrument industry.

The field is unlimited. Under this new program you receive valuable trading stamps just for submitting your idea. That's right, when your idea is received in the office of the program coordinator you'll be awarded 100 S & H Green Stamps regardless of whether your idea is accepted or not. If your idea is workable you'll receive additional green stamps PLUS some of that all-time favorite -- green backs.

Each idea will be carefully studied by a special committee. During the investigation the name of the originator is kept confidential, and your name will not be used in discussing its merits.

No suggestion is too small or insignificant to submit. In another company with a similar program, one girl saved her department six hours of work every week by merely suggesting stapling two worksheets together when first received. If you have ideas for doing a job better, easier, faster; ideas for saving time, material, money; ideas for improving a product, a piece of equipment or an office procedure, now is the time to tell someone about it. Submitting an idea is easy -- write your idea as clearly and as completely as possible on the new Idea Blank (Form #990-16) and drop it in the nearest company mail basket.

Our new Employee Idea Plan (E.I.P.) is not a clearing house for complaints. Your idea should be constructive. Provide a solution, don't just cite a need for a change.

Jack Finley, performance improvement program (P.I.P.) director, who is overall coordinator of the EIP promises special incentives at various times through the coming months. These special programs will give everyone in the company an opportunity to be rewarded and recognized for sharing their ideas.

In addition to the 100 S & H Green Stamps just for sending in your idea the following will be awarded:

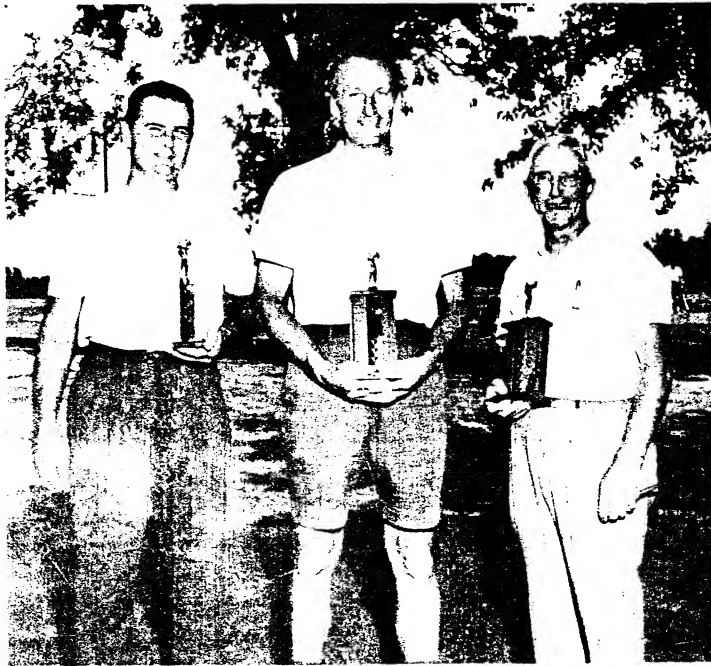
If Your Idea Saves:	You'll Receive Cash — Plus — S&H Green Stamps
Under \$10	1,200 (1 book)
\$10 - \$25	3,000 (2 ½ books)
\$25 - \$50	6,000 (5 books)
\$50 - \$100	\$20 .. 3,000 (2 ½ books)
\$100 - \$200	\$40 .. 4,000 (over 3 ¾ books)
\$200 - \$300	\$70 .. 5,000 (over 4 books)
\$300 - \$400	\$100 .. 6,000 (5 books)
\$400 - \$500	\$135 .. 7,000 (over 5 ¾ books)
\$500 - \$600	\$170 .. 8,000 (over 6 ½ books)
\$600 - \$700	\$205 .. 9,000 (7 ½ books)
\$700 - \$800	\$240 .. 10,000 (over 8 ¼ books)
\$800 - \$900	\$275 .. 11,000 (over 9 books)
\$900 - \$1,000	\$310 .. 12,000 (10 books)
\$1,000 - \$1,200	\$345 .. 13,000 (over 10 ¾ books)
\$1,200 - \$1,400	\$400 .. 14,000 (over 11 ½ books)
\$1,400 - \$1,600	\$475 .. 15,000 (12 ½ books)
\$1,600 - \$1,800	\$550 .. 16,000 (over 13 ¼ books)
\$1,800 - \$2,000	\$625 .. 17,000 (over 14 books)
\$2,000 - \$2,250	\$700 .. 18,000 (15 books)
\$2,250 - \$2,500	\$775 .. 19,000 (over 15 ¾ books)
\$2,500 - \$2,750	\$825 .. 20,000 (over 16 ½ books)
\$2,750 - \$3,000	\$900 .. 21,000 (17 ½ books)
\$3,000 - \$3,500	\$1,000 .. 22,000 (over 18 ¼ books)
\$3,500 - \$4,000	\$1,150 .. 23,000 (over 19 books)
\$4,000 - \$4,500	\$1,300 .. 24,000 (20 books)
\$4,500 - Infinity	\$1,500 .. 25,000 (over 20 ¾ books)



HELPING HAND. Employees from the pen point department assembled recently to help kick-off the new E. I. P. Holding a huge S & H Green Stamp banner are (from left) Carl Comstock, chairman of the WASPCO Council, Ralph Reid, Rosie Baillog, Alberta Smith, Jenny Wilson, Albert Sillard, Sonja Brockman, Janet Marie, Gary Schneider, Bernice Smith, Mary Ann Schreyer, Jean Vanderhaar, and others.

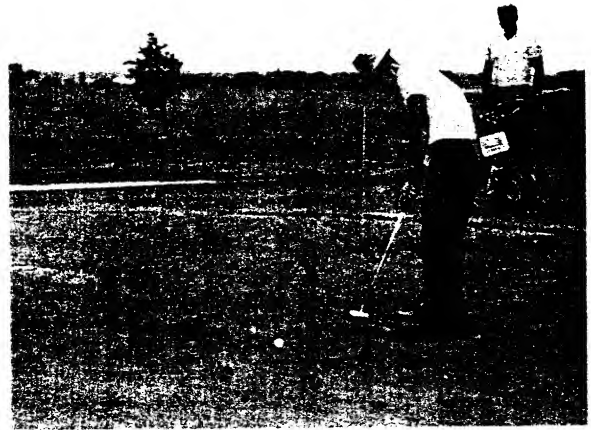


GOLF TOURNAMENT



Keenan Wins Again

President John Keenan shot a blazing 39-36 - 75 to win his second consecutive company golf tournament. Joe Eberhardt, left, marketing division shot a 38-40 - 78 to finish third. Barney Barnes, right, screw machine department, scored a 40-37 - 77 to nail down the runner-up spot in the championship division. Other flight winners were, John Hall, Ernie Skinner, Dale Thompson, Herb Sirois and Wayne Mitchell. Special prizes were awarded to Anthes Smith for sinking the longest putt and to Eberhardt for the longest drive. Ralph Frye and Leon Black won door prizes.



WILL IT DROP? Dave Cooper, Plant II shipping, is in perfect form as he tries to sink a ten-footer at the annual company golf tournament held last month at Sheaffer Memorial Golf Course. Rollie Fichtenkort, molding, who played in the Championship Flight, lends encouragement.



Get'em While They're Hot

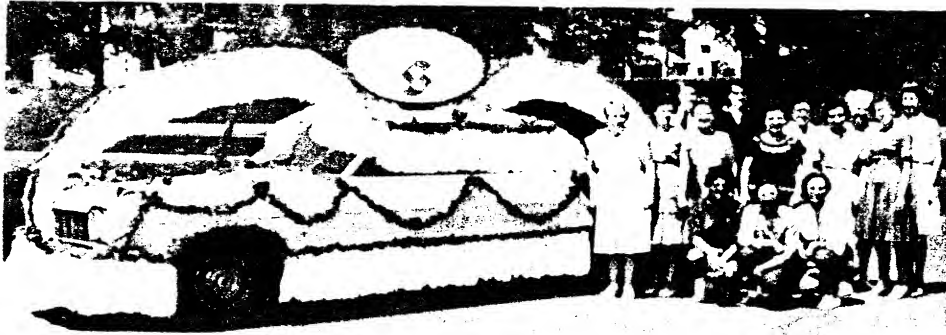
Bob Daum, drafting, serves up a king-size hamburger to Jim Schier, manufacturing, at the golf tournament luncheon. Jack Richmond, tool and die, and Ed Lawlor, manufacturing, look like their trying to figure out a way to get second helpings.



Pony League Baseball Champs Again

For the third consecutive year the Sheaffer-sponsored entry in Fort Madison's Pony League won the championship. The traveling trophy, held here between Mike Logan and Marvin Rung, will now take up permanent residency in a Sheaffer showcase. This year's team, made up of 13 and 14-year old boys, had a 9 1/2 Won and 6 1/2 Loss record enroute to the championship. We tip our hat to the best in the city. Posing for the team photo are, standing, from left: Gene Sarrazin, coach; Ed Sarrazin, pitcher and shortstop; Bill Green, also pitcher and shortstop; Jim Hales, outfielder; Ted Miller, catcher; Larry Dinwiddie, catcher and third base; Mike Liggett, first base; and Ken Mason, Sheaffer project engineer, who served as manager. Kneeling are, from left: Danny Arthur, second base; Ron Meller, outfielder; Logan, catcher; Rung, 2nd base; Ronnie Zumdome, outfielder; and Marty Rung, outfielder. Greg Kurtz, outfielder, is missing from the photo. Ronnie Zumdome is the son of Leo Zumdome, from our plating and polishing department.

NEWS THROUGH PICTURES



RODEO PARADE FLOAT. Sheaffer's entry in the 19th Annual Tri-State Rodeo parade was decorated by members of the Women's Travel Club. Shown here with the float are, kneeling, from left: Gleah Starr, production control; Ethyl Krebill, plastic fab; and Nadine Cochran, metal fab. Standing, middle row, from left, are: Mary Dean Lepp, desk stand; Ruth Moeller, pen point; Mae Wells, quality assurance; Rosanna Kokjohn, plating; Sophia Sacasky, shipping; and Mary Nelson, purchasing. Back row, from left, are: Ann Hamman, pen point; Irene Hamman, pen point; Florence Pinkston, cafeteria; Mary Savin, shipping; and Peryl Kress, plating.

TOUR GUIDES



Our plant here in Fort Madison is one of the prime tourist attractions in this area. Almost daily, groups of visitors tour our facilities. The hostesses and hosts - Sheaffer employees who conduct these tours - are carefully selected for personal appearance and knowledge of our plant and factory. Pictured above are employees qualified to conduct tours. From left, top row: Norris Easley, public relations, Letta Grosekemper, pen point, Barbara Smith, public relations, Connie Campbell, international, Milt Danley, quality assurance, Patt Lacke, public relations, Edna Behrens, service, Peryl Kress, plating, Dorothy Lamb, pen point, and Dorothy Gallaher, tour coordinator. Other guides not present when this photo was taken are: Larry Metzger, marketing, Carl Hundt, engineering and Ray Hyde, public relations.

Applications for tour guide training are now being accepted. Interested parties should contact Dorothy Gallaher, tour coordinator, for information.

NEW SAFETY RECORD

Our remarkable "no-lost-time accident" streak is still going strong. Since the last reported accident (Dec. 16, 1965) we have worked more than eight full months with a perfect safety record. Loren Simmons, safety and property supervisor, reports that we have worked over 1,532,316 (Whew!) man-hours during this period.

One of the most significant facts about our streak is that it has been compiled during a time when production schedules are at an all-time high and many new employees are on the payroll.

As the kindly old philosopher once said, "I don't know what you're doing, but you must be doing it right." Can we go another month? Would you believe two months?

Cafeteria Special

CALIFORNIA COOKIES

1 cup butter-melted
 4 cups pie flour
 3 cups dark brown sugar
 1/4 cup pie flour
 1/2 teaspoon baking powder
 1/2 teaspoon salt
 4 eggs
 2 3/4 cup coconut
 2 cups nutmeats-chopped (pecans)
 2 teaspoon vanilla

DIRECTIONS: Mix together melted butter and first item of flour. Place in an even layer in bottom of shallow pan 13 1/2" x 18". Bake 15 minutes at 350 F, but do not brown. Sift together second item of flour, brown sugar, baking powder and salt. Beat eggs and mix well into dry ingredients. Add coconut, nutmeats and vanilla. Spread evenly over first layer in the pan. Bake 20 minutes at 350 F. Cover with a layer of butter icing. Cut the pan in 36 squares.



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Editor: Norris Easley

Editorial Assistants: Patt Lacke, Barbara Smith and Dorothy Gallaher

Staff Photographer: L. E. V. A. G.

Write to the editor at the address above for the Sheaffer Review.

W. A. Sheaffer Pen is a **TEXTRON** COMPANY



Dan MacDonald, chief test engineer, demonstrates the latest in writing instrument testing equipment. The machine will electronically record the writing characteristics of its operator and reproduce the exact characteristics automatically. According to MacDonald, the new equipment will enable the research and development department to test write any product under every conceivable writing position.

W. A. SHEAFFER PEN COMPANY

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News from Marketing

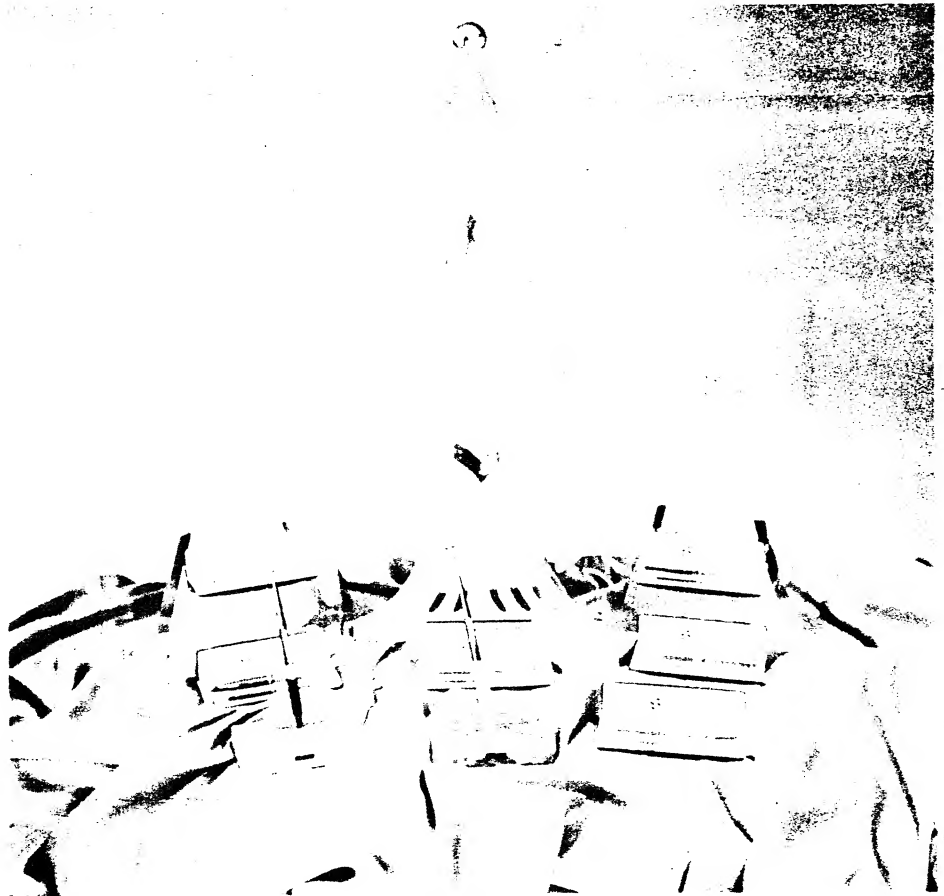
CHRISTMAS PROGRAM ANNOUNCED

Sheaffer sales managers recently attended a managers' sales meeting during which the Christmas selling program was announced. Participating in the session were area managers: Charlie Beard from Memphis, Tenn.; Bob Pauley from Chicago; Carl Tucker from Detroit; "Bus" Mills from Houston, Texas; Harry Austin from Atlanta, Ga.; Reed Polhemus from Los Angeles; "Bud" Stayton from New York City; Norm Schneider from Kansas City, Mo., and Jim McKeon from Philadelphia. District Managers present for the meeting were: Dick Mulhaupt from Los Angeles; Dick Wagner from Chicago; and Mike Guillot from New York City.

The whirlwind 48-hour trip to the home office was planned to prepare the managers to conduct regional sales meetings with territory managers and sales representatives in their own area.

Highlight of the meeting was unveilings of new displays for both retail and popular price merchandise. New products introduced were the Stylist '404P' cartridge pen, ball-point and pencil threesome featuring charcoal or black colored barrels with the popular brushed chrome cap, and a Stylist '909' threesome with a glamorous brushed gold finish. Also introduced was a '101' cartridge pen and pencil set.

According to Marketing Manager Pete Karle, "sales of the Stylist series have consistently been above forecast. The true test of the success of a new line comes not when the initial orders are filled, but when our men and women are able to sell them in their own territories. The Christmas season is the time to test the true strength of our new line."



1966 Christmas Window Display



"MOVE OUT SMARTLY" is the order of the day for Sheaffer sales managers. From left, Dick Mulhaupt, Los Angeles, Bob Pauley, Chicago, Reed Polhemus, Los Angeles, Carl Tucker, Detroit, and "Bus" Mills, Houston, Texas, head for their sales territories to sell the new line about the country.

Season's Greetings

from the staff of the



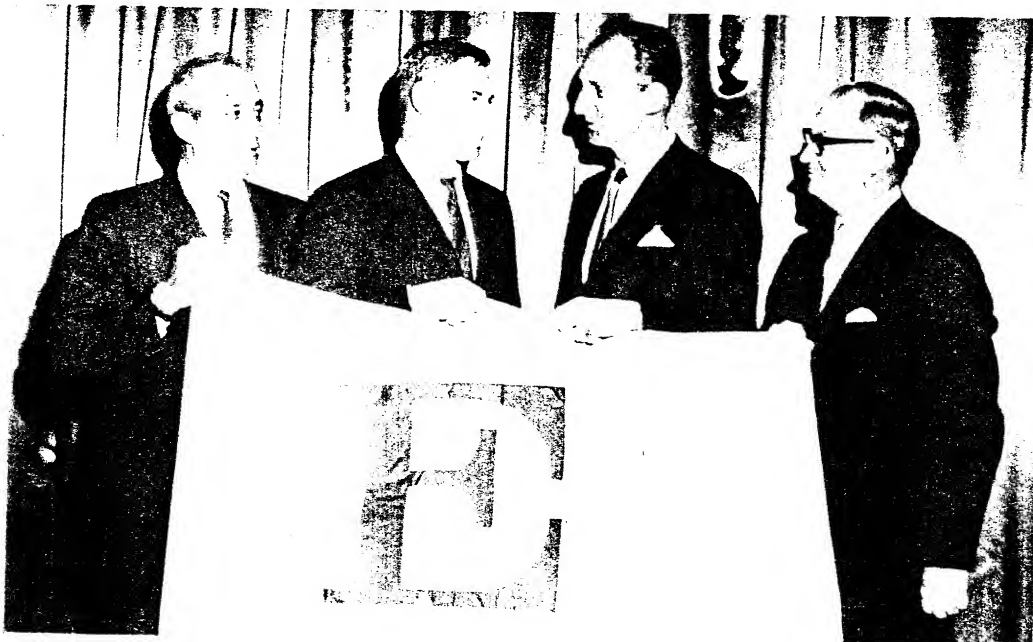
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December, 1966

Presidential "E" Award To Sheaffer



"BIG" FLAG

This isn't the world's heaviest flag, but if "pride" could be packaged it would take more than these four men to hold it up high. From left, are: Raymond E. Eveland, Director of the Commerce Department's Des Moines Field Office; Lawrence C. McQuade, principal assistant to the Secretary of Commerce; President John A. Keenan and Leon H. Black, vice president - international operations. "E" award flags, such as the one pictured, can be flown over all Sheaffer Plants.

On October 14 our company received one of the nation's highest awards for commerce – the Presidential "E" Award for excellence in foreign trade policies and accomplishments.

The award, which consists of a blue and gold citation, a large white pennant with a blue "E", and a small "E" lapel emblem, was presented to the company by officials of the U. S. Department of Commerce. Mr. Lawrence C. McQuade, principal assistant to Secretary of Commerce John Conner, and Raymond E. Eveland, Director of the Commerce Department's Des Moines Field Office, were on hand for the ceremonies. Mr. McQuade was the main speaker at a luncheon which was held immediately following the noon-hour program in the 3rd floor auditorium.

Judging for a Presidential "E" award is based on the following criteria: . . . Substantial increases in export sales on a sustained basis. . . Successful introduction of a new product into the U. S. export trade. . . Development of a market abroad for an existing product not previously reported. . . Breakthrough in a market where competitive conditions are difficult. . . Opening of a new trade area previously closed to American competition.

SECOND "E" AWARD. During the war, the Army-Navy "E" was an award given to those organizations attaining outstanding production and making other contributions to the war effort. Sheaffer was presented with an Army-Navy "E" in 1944. (A reprint of the May, 1944, issue of the Sheaffer Review, a special "E" award issue, was used as the program cover for this year's festivities.)

In 1962, the late President John F. Kennedy revived the famous symbol as the Presidential "E" award, to be given to those organizations contribution to the growth and excellence of U. S. Foreign Trade.

Twenty-two years ago we were in the middle of World War II – we earned an "E" award for an outstanding war effort. In 1966 we won an "E" award for helping this great nation combat another problem. According to Mr. McQuade, "continued efforts to expand foreign trade, such as those by Sheaffer Pen, will further strengthen our domestic economy, increase jobs and improve the world trade position of the United States."

Whatever the ground rules, the U. S. has learned to count on the W. A. Sheaffer Pen Company to do its job well . . . we can be justly proud of both "E" awards.

To All Sheaffer Employees:

This is the time of the year when, traditionally, an individual pauses to look back over the year ending and to look forward into the year beginning: to review past accomplishments and to set goals for the future.

It is appropriate that we do not this only as individuals looking at our own lives but also as members of the Sheaffer team looking at our company's accomplishments and goals.

1966 was a big year in Sheaffer's history. We became a Textron company in March and since that time we have continued our forward progress with increased enthusiasm and with a fresh vigor. During 1966, we were able to increase our advertising, manufacturing and research budgets which resulted in substantially more Sheaffer activity over the counter. Our sales have been better than last year and we are confident that our sales will continue to grow.

1967 will mark the beginning of our first full year as a Textron company. Our affiliation with Textron gives us the ability to continue our expansion of the development of new products; to continue to improve the pace of our manufacturing capabilities; to continue our pressure in the market place which will result in a larger and larger sales volume. All of these factors contribute to the growing strength of our company. A strong Sheaffer Pen Company means more jobs and more job security and more opportunity for advancement within the company. Sheaffer was a good place to work in 1966 and will be an even better place to work in the years ahead.

My sincere best wishes go to each of you and to your families during this Holiday Season. I hope Christmas finds each of your homes filled with happiness and that 1967 will be, indeed, a very happy New Year.

Sincerely,

John G. Keenan



From each of us, to each of you,
Warm Wishes for a merry holiday season.

Lucas A. Sheaffer

John G. Keenan

W. Arthur Smith

A. G. Zuber

Leon T. Black

Nick Canella

Tom Evans

Bob Lee

Community Chest Drive Completed

The Fort Madison Community Chest Fund Campaign recently drew to a close with a record-breaking performance by Sheaffer employees. When the dust settled and the final figures were compiled a total of \$9,004.86 had been contributed or pledged by company personnel! That's well over \$6 per person!!

Did you hear the one about the statistatian who drowned in a river that averaged only six inches deep? We don't want to bore you with numbers, but some interesting facts came to light when the drive ended. Seven departments had 100% participation: data processing, with Aurelia Atkinson as chairman, had 30 out of 30; maintenance, with Bill Groene as chairman, had 20 out of 20; and Clara Burch brought in 10 out of 10 for the stock and warehouse department. Other departments with perfect records were: personnel, Jerry Koeber; purchasing, Zelma Sutphen; corporate finance, Connie Holsapple; and credit, Martha Burwinkle. Plastic fab and final assembly (Myrle Britton) turned in the largest dollar amount, \$509.50, and pen point (Cathy Hoyer and Janet Morrett) had the most participants, 144. Two departments, personnel and maintenance, averaged over \$11 per employee.

The Textron Foundation made a separate contribution to the local campaign headquarters.

Fortunately, the wheels of progress are not turned by cranks.



"If I were you I'd give up on the whole idea—"

RETIREMENT NEWS

During recent months eleven veteran Sheaffer employees have announced their retirement from active service with the company. More than 324 years of loyal service has been performed by this dedicated group. By now most of them have had time to take that long-postponed trip, spend some extra time with grandchildren, or have given that new hunting and fishing gear a real workout. Wherever their newly-found time takes them the sincere thanks and best wishes of the entire company go with them.



45 YEARS
Pete Werner
Quality Assurance
Retired Nov. 23



41 YEARS
Dale McCray
Tool Room
Retired May 31



39 YEARS
Harry Spencer
Pen Point
Retired Sept. 30



32 YEARS
Jim Emerson
Marketing
To Retire Dec. 31



30 YEARS
Dick Mulhaupt
Marketing
Retired Nov. 30



30 YEARS
D. B. Early
Purchasing
Retired Sept. 30



25 YEARS
Harold Orr
Occupancy
To Retire Dec. 31



23 YEARS
Earnest Carr
Tool & Die
To Retire Dec. 31



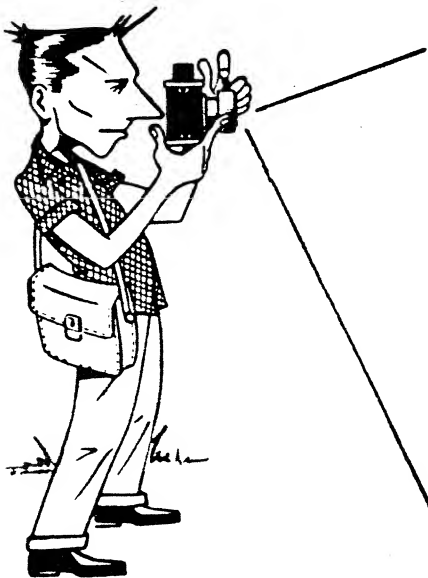
23 YEARS
Joe Reichelt
Molding
To Retire Dec. 31



13 YEARS
John Oppenheimer
Occupancy
Retired Sept. 9

Louis Kuhljuergen, tool room, who retired April 30, with over 23 years service, was not available for a picture.

Photo Contest Winners Announced



Barbara Hug, Carl Hundt and Ruby Burdette have been awarded \$10 Gift Certificates as first prize winners in the 1966 Sheaffer Employee Vacation Snapshot Contest.

Barbara won her prize in the color print division. She entered the contest this summer when she was working in the plastic fab department. (She is the daughter of Dave Hug, industrial engineering.) Albert Fraune, Plant II packaging, received a \$5 Gift Certificate for his second place entry.

Carl Hundt, engineering, won

first prize in the color slide competition. Vince Hylbak, data processing, received second prize for his entry and Gerald Hobbs, drafting, received an Honorable Mention Award.

First prize in the black and white print division went to Ruby Burdette, plastic fab.

A total of 94 entries were submitted. Since space limitations prohibit reprinting the winning snapshots in The Review, they are on display in the public relations department.

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Christmas Smorgasbord and Dance



A record 642 Sheaffer employees and their guests enjoyed the annual smorgasbord and dance at the Fort Madison Eagles Club on Saturday, December 10th. The event, sponsored by the Employee Activity Committee and hosted by the service department, was attended by more people than any event in recent memory. Dennis Moline and Bob Brinkschroeder were co-chairmen of the gala affair. After the dinner the group enjoyed the music of Tiny Biggs' Orchestra. (Tiny works in the service department and his saxophone player is Dean Toops, quality assurance.)

Cafeteria Special

ESCALLOPED TOMATOES

1/8 cup onion-ground
 1/4 cup green pepper-chopped
 1/8 cup butter
 3/4 teaspoon dried thyme
 1/2 teaspoon dried marjoram
 1 tablespoon, 1 tsp. chopped parsley
 3/4 teaspoon salt
 1/6 cup sugar
 1 quart, 1 1/3 cup tomatoes-canned
 1 cup cubed bread-toasted
 1/2 cup bread crumbs
 1 tablespoon, 1 1/2 teaspoon butter

DIRECTIONS: Saute onion and green pepper in first item of butter until onion is golden color and pepper is tender. Add thyme, marjoram, parsley, salt, sugar and tomatoes and mix together well. Place cubed bread which has been toasted in bottom of well-greased casserole and pour tomato mixture over the cubes. Roll bread crumbs in second item of butter and sprinkle over tomato mixture. Bake at 400 degrees F, for 30 minutes, or until brown. Serves 12.



SAFETY SCOREBOARD:

365 DAYS -
 0 LOST-TIME ACCIDENTS
 IN 2,756,287 MAN-HOURS

MEET THE COACHES Loren Simmons, safety and property supervisor, Phyliss Box, company nurse, and Capt. Fritz Setzer, fire safety and security adviser, were on hand December 16th to mark a milestone in the history of the Sheaffer Pen Company - a full 365 days without a "lost-time" accident. On December 16, 1965, the Company recorded its last lost-time accident. Since that date no one in any Fort Madison plant has experienced a mishap serious enough to prevent them from performing their job in the usual manner.

The caption for this photo is "Meet the Coaches" . . . You already know the "Team". The Team is each and every Sheaffer employee who has made the extra effort throughout the past year to do their job in the safest way possible. It takes a good team as well as a good coaching staff to chalk up a perfect score. Would you believe we can win a double-header?

SHEAFFER Review

The Sheaffer Review is published every other month for free distribution to employees, retired employees, and friends of the W. A. Sheaffer Pen Company. Pictures and items for the Sheaffer Review may be sent to W. A. Sheaffer Pen Co., Public Relations Department, Fort Madison, Iowa. No material can be returned and will be used only if it has general interest in the opinion of the editor.

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 Barbara Smith and Dorothy Gallaher
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Member of the Iowa Industrial Editors Association and the International Council of Industrial Editors.

W. A. Sheaffer Pen is a **Textron** COMPANY